LAND AND WATER BRITISH COLUMBIA

SERVICE PLAN

2002/03–2004/05

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MESSAGE FROM THE MINISTER

I am pleased to present Land and Water British Columbia's 2002/03–2004/05 Service Plan.

Land and Water British Columbia (LWBC) is responsible, on behalf of the public, for managing two of our most unique and valuable provincial assets: Crown land and water. These assets, which account for 92 per cent of the provincial land area and its associated water resource, offer us significant opportunity to contribute to the economic, social and cultural well-being of British Columbians. In recognition of this importance, the government has directed LWBC to make timely and balanced decisions on the use of Crown land and water resources in a way that supports economic growth without harming the environment.

I am pleased to say that LWBC is well on its way to helping revitalize the provincial economy. Since June 2001, it has eliminated a backlog of applications on Crown land that were more than one year old and set firm timelines for processing new applications to avoid future backlogs. At the same time, this new processing framework continues to assess potential environmental impacts and assertions of rights and title by First Nations.

In the next three years, LWBC will continue to demonstrate this kind of innovative approach and seek new opportunities to realize our vision for British Columbia's economic future.

This service plan has been developed to meet our commitment to use Crown land and water resources to:

- create economic growth in a sustainable, balanced manner that reflects sound economic and environmental principles
- transform British Columbia into the leading provincial economy in Canada
- attract the highest levels of private sector investment of any North American jurisdiction
- grow a private sector economy that creates employment opportunities for all provincial residents, and
- give local communities and governments greater influence over the use of undeveloped Crown land, as well as increased opportunities for management of provincial properties.

We are committed to, and accountable for, achieving the objectives and planned results laid out in this service plan. I look forward to reporting to British Columbians on our progress towards a sustainable future.

Sincerely,

Stanley B. Hagen
Minister

PRESIDENT'S MESSAGE

To meet the strategic challenges set for us by the government, over the next three years Land and Water British Columbia (LWBC) will:

- move to more client-focused, responsive decision-making
- ensure that allocation decisions are balanced, and:
  - meet the needs of communities
  - protect sensitive ecosystems, and
  - create diverse and sustainable economic opportunities
- support sustainable economic development through increased access to and sale of Crown land
- continue to redesign Crown land and water application processes and establish shorter decision timeframes
- significantly reduce the backlog of water licence applications by 90 per cent
- provide greater access to Crown land and water resources to protect and create jobs in tourism (e.g., commercial recreation and ski resorts), farming, ranching, aquaculture, aggregates, telecommunications, the film industry and other priority corporate business programs
- reduce "red tape" and simplify the regulatory burden on applicants for Crown land tenures and water licences
- establish a consistent and transparent process that ensures clients and stakeholders have access to timely and accurate information
- develop new business opportunities with Crown land and water resources (e.g., independent power production, aquaculture)
- proactively establish partnerships with private enterprise for the management and development of Crown land and water resources
- support British Columbia's bid to host the 2010 Winter Olympics
- work on reducing overlaps in federal and provincial jurisdiction that produce unacceptable regulatory costs and frustrate new economic development, and
- create a strategic staffing plan.

This service plan provides a new level of measurable accountability that will ensure that LWBC is committed and contributing to the growth of a thriving private sector economy, while at the same time protecting environmental values.

Sincerely,

Bill Valentine
President and Chief Executive Officer,
Land and Water British Columbia

SERVICE PLAN HIGHLIGHTS

- Ninety per cent of new land and water tenures will be processed within established turnaround times.
- Ninety five per cent of the backlog in water licence applications will be eliminated in 2003/04, with the remainder eliminated by 2004/05.
- A streamlined and transparent water licence application process will be in place by the end of 2002/03.
- Ninety per cent of the water licence amendment backlog will be eliminated by the end of 2004/05.
- Four regional land and water client service centres will be established in Nanaimo, Surrey, Kamloops and Prince George.
- New opportunities will be made available for commercial recreation, finfish, shellfish, and northern Vancouver Island tourism over the next three fiscal years.
- New public-private partnerships to promote local community economies will be developed.
- New opportunities for aquaculture development and commercial recreation businesses will be made available to First Nations.
- A streamlined billing process for major client groups will be in place by the end of 2002/03.
- Clients will be able to file applications and make payments electronically by mid-2003/04.
- To ensure transparent decision-making, the status of land applications, tenure mitigation requirements and associated reports will be posted on the LWBC Web site in 2002/03.

A. STRATEGIC CONTEXT

Land and Water British Columbia (LWBC) has a strategic foundation based on job creation, economic development and sustainable environmental practices, as set out in the *Sustainability Goals and Principles for British Columbia* presently under development by the Ministry of Sustainable Resource Management.

1. Vision

A vibrant economy supporting the social and environmental values of British Columbians.

2. Mission

Allocate Crown land and water resources to stimulate British Columbia's economy through balanced economic and environmental decision-making.

3. Principles

LWBC is committed to the following principles to guide its activities and delivery of public services:

- **Sustainability** – Manage our natural resources to ensure that the needs of present and future generations of British Columbians are met by balancing economic, environmental and social values.
- **Integrated resource management** – Minimize conflicts over the use of land and resources through co-ordinated decision-making that takes all resource values into account.
- **Science-based decision-making** – Use the best available knowledge and technology to support consistent decision-making.
- **Shared stewardship** – Exercise our stewardship responsibilities in a consultative and collaborative manner, to address diverse interests and build strong governmental, industrial and environmental partnerships.
- **Public and client consultation** – Provide opportunities to contribute to decision-making and improvement of service quality.
- **Intergovernmental harmonization** – Partner with all levels of government to harmonize policies, legislation and standards, and establish clear accountabilities for results.

4. Operating values

LWBC is committed to the following values regarding organization and staff behaviour:

- professionalism in all interactions with clients and staff
- high-quality client service that is streamlined for efficiency and timeliness
- respect for the opinions and values of others
- creativity and innovation in achieving the corporation's goals and objectives
- responsive management in a changing environment
- continual improvement in performance, and
- accountability to the people of British Columbia.

5. LWBC and MSRM

MSRM has statutory responsibility for providing provincial leadership in promoting sustainable economic development of the province's land, water

and other natural resources. To this end, the ministry develops high-level, strategic land, water and resource plans, policies and principles. LWBC is responsible for making Crown land and water allocation decisions, and managing Crown land sales within the ministry's strategic policy frameworks.

A Land Delegation Agreement between MSRM and LWBC provides LWBC with the authority to act on behalf of the Province in land tenure administration and Crown land sales, and to act as MSRM's agent in ensuring compliance with the Land Act. Through the transfer from MSRM to LWBC of the statutory office of the Comptroller of Water Rights, LWBC has been given additional responsibilities for the administration and licensing of Crown water resources.

The planning and policy activities undertaken by MSRM, when implemented by LWBC, result in diversified economic development and growth throughout B.C., with a significant presence and impact in rural and coastal regions of the province.

6. Planning context

This service plan responds to broad social and economic changes occurring in B.C.: businesses are demanding speed and simplicity in application processes, while the public is demanding greater land stewardship, scrutiny of land and water allocation decisions, and more openness and accountability. MSRM and LWBC share the challenge of and responsibility for balancing often conflicting economic, environmental, social and cultural pressures to conserve or allocate Crown land and water resources for public and private uses. These trends will shape LWBC's Crown land and water allocation decisions over the next three years.

Proactive development of new Crown land and water resources (including strategies to eliminate the existing backlog of land and water applications), which also respects a variety of values, presents a significant opportunity to stimulate and diversify B.C.'s economy. However, decisions on the allocation of Crown land and water resources must balance different values consistent with MSRM's sustainability principles.

Economic development

As business activity shifts from resource extraction to a more diversified economic base, government recognizes that communities need access to more Crown land (including forest lands) and water resources for community infrastructure, settlement, and economic development and diversification purposes. New business opportunities and a diversified economy also demand greater access to Crown land and water resources.

Client expectations

LWBC's clients and stakeholders have high and growing expectations. Specifically, LWBC recognizes that the business community:

- requires faster decisions on applications for Crown land tenures and water licences
- expects streamlined, transparent and consistent application processes
- wants "red tape" reduced
- wants to partner with government in the development of Crown land and water resources, and
- needs access to LWBC information systems for business planning and commercial activities.

Public expectations for accountability

LWBC acknowledges rising expectations for accountability, and the public's desire for:

- transparent reporting of LWBC's land and water allocation and land sales decisions

- a consistent and open process that considers input for those decisions, and
- improved and more timely service delivery.

Pilot projects currently underway will provide the public with online access to tenure application information, maps of proposed tenure sites, and land-use decisions. In addition, enhanced access will allow clients to check the status of their land application decisions electronically. Projects aimed at providing a similar capability for water application decisions are also in development.

Environmental stewardship

There is a growing interest in the broader impacts of commercial uses of Crown land and water resources. The public is seeking more information on and input into land and water allocation decision-making processes. In response to these public concerns, MSRM is developing sustainability principles to build shared views, responsibilities and partnerships both inside and outside of government on the best ways to ensure that B.C. achieves a sustainable future.

First Nations

While the government works to establish treaties with First Nations, LWBC plays a role in the process, as well as continuing to support economic development using Crown land and water.

LWBC will:

- put more emphasis on consultation with First Nations
- establish a more effective referral process and consult on broader land policy issues
- support First Nations' economic development through joint ventures, Economic and Treaty-Related Measures, and
- support the treaty process as it evolves.

LWBC will ensure that potential aboriginal rights and title issues are considered when the corporation makes allocation decisions.

Corporate workforce

Up to 50 per cent of LWBC's professional workforce is expected to retire within the next decade. To avoid a skill-set shortage, the corporation needs to:

- implement new succession and career planning
- foster timely, cost-efficient and merit-based recruitment processes
- keep pace with changing technologies through ongoing training and development opportunities for all staff, and
- recruit a workforce that delivers high-quality and cost-effective services to British Columbians.

Strategic challenges

The strategic challenges for LWBC are to:

- facilitate greater access to Crown land and water resources
- allocate Crown land and water to their highest and best uses
- increase new economic development through quicker decisions on land tenure and water licence applications, and
- reshape processes to provide clients, stakeholders and the public with faster, better, more consistent, transparent and accountable decision-making and services.

Strategic shifts

The strategic shifts required of LWBC are to:

- move from slow, manual processes to streamlined, responsive, transparent decision-making
- focus on economic development while applying sustainability principles to achieve balanced decisions that maintain environmental values
- streamline decision-making to accelerate access to Crown land and water resources
- assume responsibility for the water administration and licensing function on behalf of government
- expand the role of the private sector and local governments, and
- move to cost-recovery and fair, market-based pricing for Crown land.

Strategic partnerships

Accomplishing these shifts requires that LWBC enter into several strategic partnerships through the use of Memoranda of Understanding (MOUs) or other arrangements. For example, LWBC will:

- establish agreements with federal and provincial agencies to co-ordinate and expedite information-gathering processes and to establish defined timelines for responding to referrals
- establish acceptable application turnaround times with clients
- with the Land Reserve Commission (LRC), facilitate a clearer and faster process for decisions on removing Crown land from the Agricultural Land Reserve and the Forest Land Reserve
- in partnership with clients and local governments, identify the types, amounts and timing of Crown land required to promote priority regional development and community growth
- negotiate Economic and Treaty-Related Measures with First Nations
- negotiate joint venture agreements with private enterprise to facilitate development of Crown land, and
- support the Canadian Olympic Committee and the Township of Whistler, by identifying and facilitating access to Crown land necessary for the 2010 Winter Olympic bid.

B. GOALS AND SUPPORTING DIVISIONS

LWBC expects to achieve its mission through the realization of its three goals:

Goal 1: Help establish British Columbia as the leading economy in Canada by creating new business opportunities using Crown land and water resources.

Goal 2: Foster the highest level of private investment in Crown land and water resources by providing excellent client service.

Goal 3: Become a flexible, responsive, high-performance organization.

LWBC has three divisions and one stand-alone branch that focus on explicit program delivery responsibilities mandated by government.

The **Land and Water Management Division** manages 30,000 active land tenures and 42,000 water licences on Crown land and processes several thousand new applications for tenures and renewals each year through its offices across the province. The application process is designed to ensure that all applications are considered and reviewed on the basis of a consistent set of criteria, and that due diligence is brought to each application.

The **Development and Marketing Division** identifies, develops and markets Crown land on behalf of the provincial government. Land approved for sale is sold in accordance with all relevant government policies. Crown land is marketed for a variety of uses, including residential, commercial, industrial, agricultural and recreational uses. This is an essential activity in the northern portions and some central interior areas of B.C., where Crown land may represent the only source of supply. LWBC has placed an increased focus on identifying development potential in rural communities and in making Crown land available to facilitate local economic growth.

The **Business Development Division** provides a leadership role in planning and developing priority business opportunities and new initiatives that require Crown land for economic development and diversification. Business development activities include:

- efficient use of resources by targeting identified priorities and projects
- development of standards, policies and procedures, and implementation strategies for priority projects
- innovative approaches to program delivery
- problem-solving from a multi-use perspective, and
- delivery of strategic services to business sectors.

In addition, the Business Development Division supports LWBC's land programs, aboriginal relations, pricing, and corporate and operational policy needs. For each of these aspects of the corporation's business, the division provides program direction, policy analysis and development, and operational support.

The **Corporate Services Branch** is responsible for the prudent management of up to $85 million per year in land tenure and sales revenues and $300 million per year in water revenues, while providing LWBC's corporate and regional offices with efficient and effective administrative services. The branch provides administrative services in the areas of finance, budget control and monitoring, information systems, human resources, facilities and vehicle management.

C. OBJECTIVES, STRATEGIES, PERFORMANCE MEASURES AND TARGETS

This section describes how LWBC's goals will be achieved. Each goal is broken down into realistic, achievable objectives and one or more strategies that will enable the corporation to achieve that goal. Performance measures that track outputs and expected outcomes are listed, along with proposed targets.

LWBC's accountability will be demonstrated in its annual service report, which will compare actual performance with the performance measures and targets presented in this section.

The objectives, strategies and targets outlined here are based on the planned expenditures listed in Section D.

Goal 1: Help establish British Columbia as the leading economy in Canada by creating new business opportunities using crown land and water resources

Objective 1: Increase access to Crown land and water to promote economic development and emerging business opportunities				
Strategies	**Performance Measures**	**Targets**		
		2002/2003	**2003/2004**	**2004/2005**
Make decisions more quickly on land and water dispositions	Percentage of new land tenure applications processed within established turnaround times	90%	90%	90%
	Percentage of water tenure applications processed within established turnaround times	90%	90%	90%
Identify new land opportunities	Number of new marketable properties added to inventory	135	165	200
	Number of new development projects	29	39	50
	Number of land exchanges and acquisitions completed	22	13	14
Establish new opportunities for:	Number of new opportunities offered:			
commercial recreation				
finfish	- strategy complete		1st Q	
shellfish	- sites available	30 by 4th Q	12-15 by 4th Q	15-20 by 4thQ
tourism on northern Vancouver Island	- sites available	30 by 4th Q	12-15 by 4th Q	15-20 by 4th Q
	- sites available	6-8 by 4th Q	15-18 by 4th Q	
Support development for Independent Power Producer (IPP) projects	Number of IPP applications adjudicated	20	30	40
	Integrated and streamlined IPP land and water application process established	1st Q		
Develop strategy to advance ski sector projects	Strategy in place	2nd Q		
Develop wind power strategy	Strategy in place	2nd Q		

Objective 1: Increase access to Crown land and water to promote economic development and emerging business opportunities (cont'd)				
Strategies	Performance Measures	Targets		
		2002/2003	2003/2004	2004/2005
Support and champion the province's bid to host the 2010 Winter Olympics by identifying Olympic bid land needs and opportunities	Opportunity Study completed	3rd Q		
	Approval of development concepts for Callaghan Valley and Whistler Mountain	3rd Q		

Objective 2: Partner with governments, First Nations and business communities to promote community economic development				
Strategies	Performance Measures	Targets		
		2002/2003	2003/2004	2004/2005
Develop targeted partnership opportunities (P3s, headlease, management contracts, MOUs)	Number of partnership opportunities offered by Development and Marketing Division	7 by 4th Q	10 by 4th Q	12 by 4th Q
Increase First Nations opportunities on Crown land through Economic and Treaty-Related Measures agreements	First Nations Strategic Economic Development Plan finalized	2nd Q		
	Number of MOUs/partnerships with First Nations in support of aquaculture opportunities	4 by 4th Q	2 by 4th Q	2 by 4th Q
	Number of MOUs/partnerships with First Nations in support of commercial recreation-related opportunities	2 by 4th Q	4 by 4th Q	

Objective 3: Grant dispositions in a consistent manner throughout the province				
Strategies	Performance Measures	Targets		
		2002/2003	2003/2004	2004/2005
Establish and implement an audit program to review allocation service decisions throughout the province	Audit program established and conducted	1st Q	1st Q	1st Q
	Audit report issued	2nd Q	2nd Q	2nd Q

Objective 4: Effectively manage tenure portfolio				
Strategies	**Performance Measures**	**Targets**		
		2002/2003	**2003/2004**	**2004/2005**
Improve revenue collection, market pricing and cost recovery	Percentage of rents collected within 90 days of due date	70%	90%	95%
	Recommendations for program pricing developed	1st Q		
Obtain maximum level of efficiency	Revenue/cost-ratio improvement strategy developed and implemented	3rd Q		
Optimize revenue to the Crown	Increase in revenue from all land tenures	7%	10%	10%
	Gross revenue from Crown land sales	$42.1 M	$42.5	$72.4 M

Objective 5: Enforce disposition conditions and manage unauthorized use of Crown land and water resources				
Strategies	**Performance Measures**	**Targets**		
		2002/2003	**2003/2004**	**2004/2005**
Develop compliance and enforcement strategy	Compliance and enforcement strategy implemented	2nd Q		
Recognize tenure holders for outstanding environmental practices, habitat protection and community leadership	Recognition program for tenure holders in place	3rd Q		

Goal 2: Foster the highest level of private investment in crown land and water resources by providing excellent client service

Objective 1: Earn client support and public trust

Strategies	Performance Measures	Targets		
		2002/2003	2003/2004	2004/2005
Ongoing public communications				
Measure and improve client satisfaction	Periodic stakeholder questionnaire distributed	1st Q	1st Q	1st Q
	Questionnaire results published	2nd Q	2nd Q	2nd Q
	Planned action from questionnaire results implemented		4th Q	4th Q
Ensure transparent decision-making	Applications and decisions, tenure mitigation requirements and associated reports posted on the LWBC Web site	1st Q		
Secure public support for corporate goals and objectives	Corporate-level communications strategy implemented	1st Q	1st Q	1st Q
	Service plans published and distributed	1st Q	1st Q	1st Q
	Inter-agency communication plan implemented for: - aquaculture - North Vancouver Island tourism development program	 4th Q 4th Q		
Streamline billing process with major client groups to reduce administration costs and provide better service	Pilot project completed with one major client	3rd Q		
	Fully implemented with all major clients		1st Q	

Objective 2: Improve client service				
Strategies	**Performance Measures**	**Targets**		
		2002/2003	**2003/2004**	**2004/2005**
Improved water processes				
Eliminate the current backlog of water applications	Percentage of backlog water applications eliminated	90%	95%	100%
Design a streamlined and transparent water application process	New application processing guidelines finalized and implemented	1st Q		
Improve water application and licence amendment turnaround times	Target turnaround times established	1st Q	1st Q	1st Q
Eliminate water licence amendments backlog	Water licence amendment backlog elimination plan established	3rd Q		
	Percentage of water amendment backlog eliminated		30%	90%
Improved land processes				
Process replacement tenures and renewals before expiry	Streamlined process for replacements	1st Q	1st Q	1st Q
	Percentage of replacements processed before expiry	90%	90%	90%

Objective 3: Reduce red tape				
Strategies	**Performance Measures**	**Targets**		
		2002/2003	**2003/2004**	**2004/2005**
Identify fees and program pricing to be eliminated, reduced or maintained	Identification complete	4th Q		
	Client consultation complete		1st Q	
	New fees and pricing implemented		1st Q	
Remove regulatory barriers	Consultation plan developed	1st Q		

Objective 3: Reduce red tape (cont'd)

Strategies	Performance Measures	Targets		
		2002/2003	2003/2004	2004/2005
Remove regulatory barriers	Deregulation opportunities implemented	4th Q		
Streamline consultation with local and federal governments	MOU established with local governments (UBCM)	2nd Q		
	MOU established with federal government	2nd Q		
Support a one-window approach where appropriate	Streamlined: - shellfish aquaculture application package - salmon aquaculture management planning package and application guidelines	1st Q 1st Q		
	Streamlined referral process for salmon farming tenures	3rd Q		
Develop electronic service delivery, enabling clients to file applications and make payments online	Electronic service delivery fully operational		1st Q	

Objective 4: Continuously improve service delivery

Strategies	Performance Measures	Targets		
		2002/2003	2003/2004	2004/2005
Improve operating practices	Land Management Manual rewrite completed	40% by 4th Q	30% by 4th Q	30% by 4th Q
Client Service Training	Number of staff trained	50%	75%	100%

Goal 3: Become a flexible, responsive, high-performance organization

Objective 1: Increase operational efficiency and cost effectiveness				
Strategies	**Performance Measures**	**Targets**		
		2002/2003	**2003/2004**	**2004/2005**
Collaborate with the Ministry of Sustainable Resource Management (MSRM) and other partner agencies to develop operational agreements to achieve time and resource efficiency	Operational agreements implemented through shared services agreements: - Human Resources Management - IM/IT (systems support and development) - Finance and Administration - Facilities	1st Q	4th Q 4th Q 1st Q	
In collaboration with MSRM, assess the viability of centralizing the status and documentation functions	Assessment finalized		3rd Q	
	Decision made and implemented			2nd Q

Objective 2: Ensure that employees have the skills and training to achieve corporate goals and objectives				
Strategies	**Performance Measures**	**Targets**		
		2002/2003	**2003/2004**	**2004/2005**
Develop and implement a comprehensive performance management system	Fully implemented	3rd Q		
Develop and implement a succession plan, including mentoring program	Succession plan fully implemented	4th Q		
Establish training plans for all employees	Percentage of staff who have current training plan	50% by 4th Q	90% by 4th Q	100% by 4th Q
	Percentage of staff who have received some training in accordance with their plan	100% by 4th Q	100% by 4th Q	100% by 4th Q
Complete individual performance plans to ensure high-quality service	Percentage of positions that have performance plans established	60% by 4th Q	100% by 4th Q	100% by 4th Q
Review all positions to ensure appropriate job classification and consistency with performance plans	Percentage of positions reviewed annually	20%	20%	20%

Objective 3: Make LWBC an Employer of Choice				
Strategies	**Performance Measures**	**Targets**		
		2002/2003	**2003/2004**	**2004/2005**
Recognize and reward excellence	Staff surveyed to determine satisfaction with Recognition and Reward Program	3rd Q	3rd Q	3rd Q

D. RESOURCES

1. Summary financial outlook

($000)	2001/02 (revised forecast)	2002/03 (budget)	2003/04 (forecast)	2004/05 (forecast)
Gross Revenues				
Tenure revenue	29,400	31,500	34,600	38,100
Royalty revenue	10,300	9,300	9,800	10,300
Land sales	25,000–40,000	42,100	42,500	72,400
Other	2,000	1,400	1,500	1,600
Total Revenues	**66,700–81,700**	**84,300**	**88,400**	**122,400**
Operating Expenses				
Salaries and benefits	14,500	14,300	14,000	14,400
Facilities	1,900	2,100	2,200	2,100
Systems	1,700	1,700	1,700	1,900
Land-use planning	1,000	1,200	1,200	0
Consulting	800	1,100	900	1,000
Administration/Other	2,700	2,100	1,900	2,300
Total Expenses	**22,600**	**22,500**	**21,900**	**21,700**
Operating Income (loss)	**44,100–59,100**	**61,800**	**66,500**	**100,700**
Net Income (loss)	**42,600–56,700**	**59,700**	**64,400**	**96,700**

N.B. Net Income represents the 'Dividend to the Crown' and comprises Operating Income minus direct project costs.

2. Key assumptions

- The projected revenues and expenses shown in the table do not include the transfer of the Water Management Program to LWBC effective April 1, 2002
- Increased salary costs from collective agreements are 2.5 per cent each year
- Land values are stable or increasing during the three years
- Land sales volume increases as resources are directed at inventory and property development
- Project costs are assumed to average five per cent of gross land sales revenue
- Tenure-related revenues increase by ten per cent as a result of pricing increases and new business

- Significant revenue increases experienced in the oil and gas industry over the past two years do not continue
- Projected investment income and interest on balances in the corporation's bank account are based on four per cent average return
- In 2002/03, LWBC meets target standards of responsiveness in processing tenure applications

By 2004/05:

- Aggressive new inventory identification and value-added work (i.e., property zoning, public-private partnerships and joint ventures) conducted in the previous two fiscal years will result in an average Crown land sales threshold of $65 million annually
- LWBC will have achieved a 20 per cent efficiency gain within core operations, and therefore will have an increased capacity to develop new and enhanced business operations that increase access to Crown land
- New business will be developed at an increased efficiency factor (i.e., amount of revenue generated for amount of LWBC expenditure). LWBC's current ratio of revenues to expenditures is 3.6:1
- Geographic Information System (GIS) and planning capacity at the Ministry of Sustainable Resource Management (MSRM) will provide information and services to facilitate and support delivery of LWBC programs
- The user-pay model will be accepted and implemented in some land management activities

3. Forecasted risks and sensitivities

To the extent that it is able to identify and realize new revenue streams, LWBC will be able to expand its base of operations (i.e., additional expenses and staff). To the extent that LWBC is not able to maintain current revenue streams, it will be required to reduce its base of operations (i.e., reduce expenses and staff).